



Air Title V Kaizen Event Report Out

The Campbell Soup Team
January 23-27, 2012

The Opportunity

Chris

The Campbell Soup Team

Josh

- Doug Campbell, Title V Program
- Weston Li, Title V Program
- Jeremy Arndt, Title V Program
- Ann Seda, Title V Program
- Chris Kjellmark, Title V Program
- Dave Phelps, Construction Permitting
- Shane Dodge, Linn County Health
- Joe Sanfilippo, Field Services
- Fred Early, Vermeer
- Janet-Mae Hansen-Tilleg, Vermeer
- Michael Li, Alliant Energy
- Chuck Hallier, Cargill
- Angela Phipps, Stanley Consultants
- Jack Dallal, John Deere
- Josh Mohr, MidAmerican Energy
- Michelle Wilson, Conservation and Recreation
- Chris Van Gorp, Director's Office



Scope

Chuck

- This event will address the Air Title V operating permit process from the time an application is received (initial, renewal, modification) until the permit is issued.

Goals

Dave

1. 100% of permits are issued within timeframes in rule
 - a. Initial – within 18 months of complete application
 - b. Renewal – within 18 months of complete application
 - c. Significant Modification – within 9 months of complete application
2. Complete and accurate submittals within prescribed timeframes
3. Eliminate backlog in accordance with the backlog plan



Objectives

Ann

1. Well defined process that results in timely permit issuance
2. Improved transparency of process
3. Improved information transfer between DNR and customers and within DNR
4. Eliminate redundant or duplicate efforts
5. Complete and accurate submittals
6. Develop and maintain meaningful metrics
7. Develop a backlog reduction plan and establish achievable goals



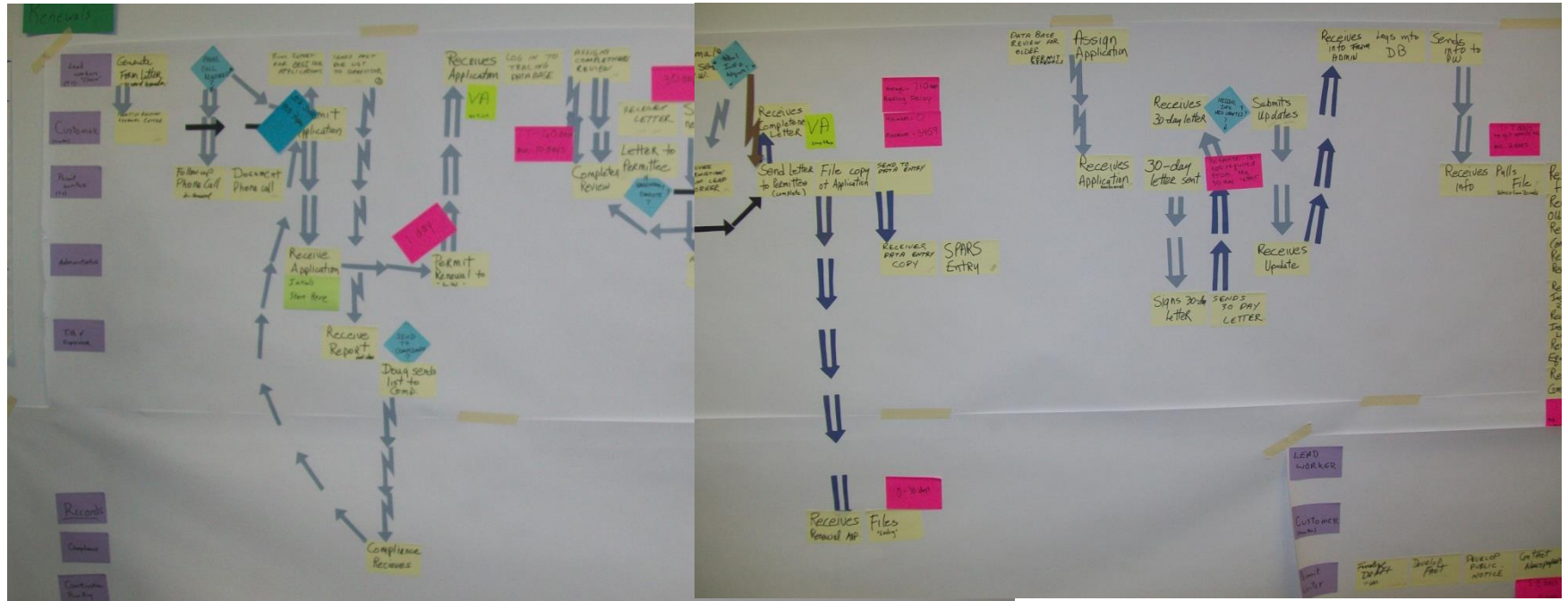
Kaizen Methodology

Janet Mae

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)



Jeremy



Brainstorming

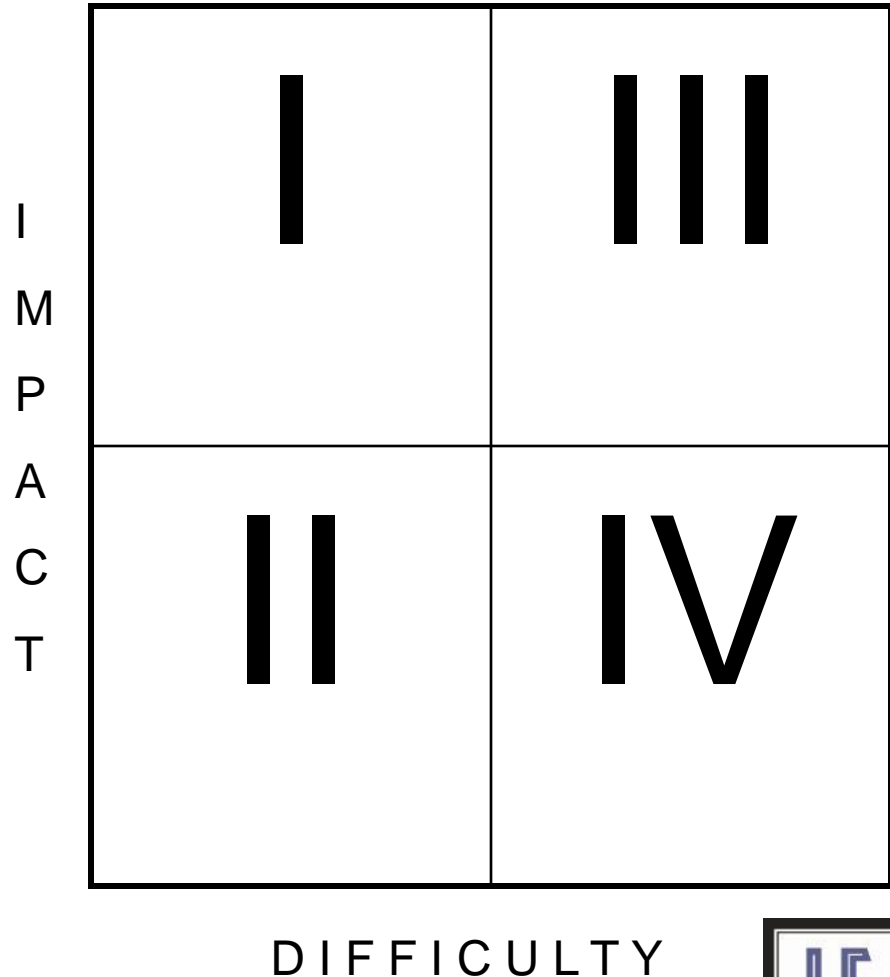
Jack

- Modify the application
- Require complete application
- Combined construction and application process (modifications)
- Coordination between the sections of the bureau
- Shorten the timeframe between the completeness review and the technical review

De-selection Process

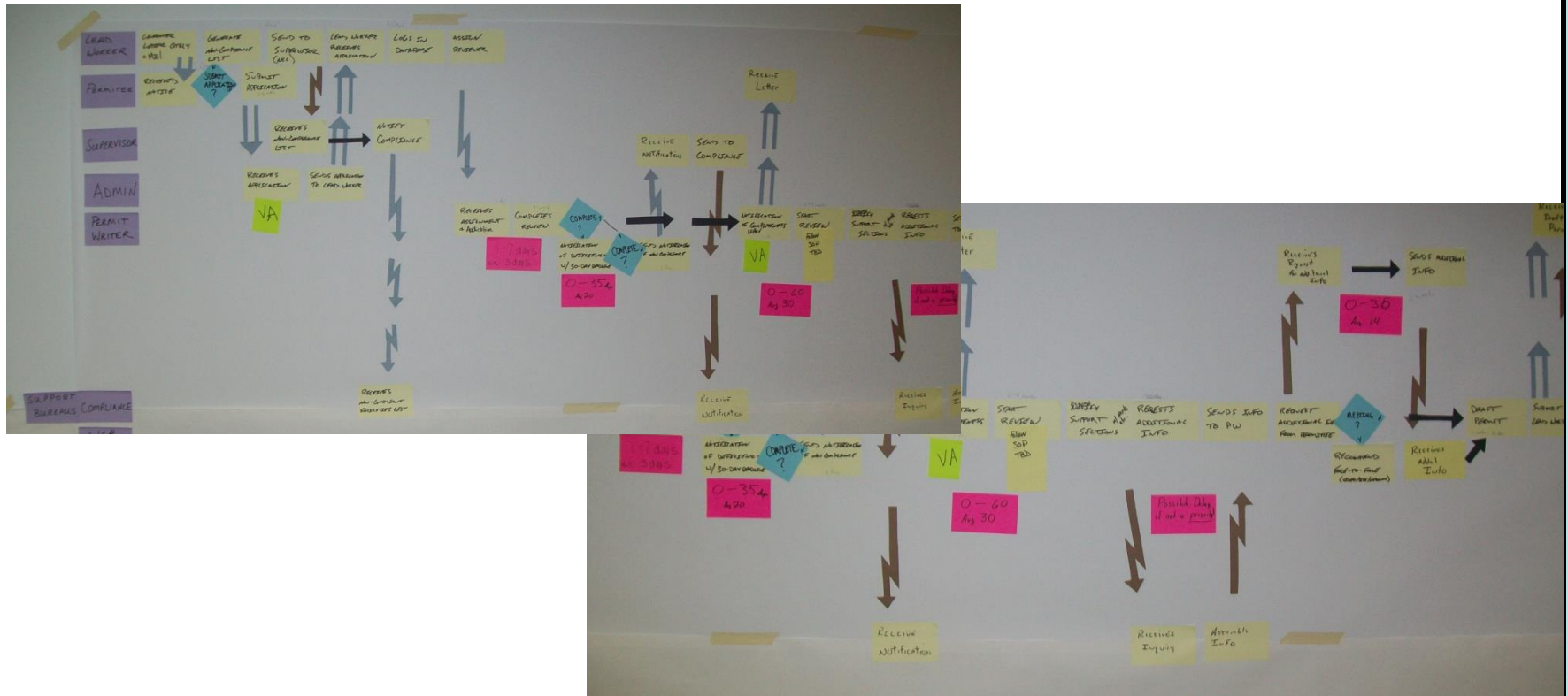
Angela

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process

Shane



LEAN

State of Iowa
Continuous Improvement

Homework

Fred

Item	Item Description	Person Responsible	Due Date
1	Develop new application for submittal	Chris Kj., Jeremy, Fred, Chuck, Angela, Janet, Joe	Draft by 30 day
2	Formalize Backlog Plan	Doug (Ann, Weston, Shane, Jack, Michael, Dave)	By 30 day
3	Update 30-day review letter including a 30-day response request for information from the permittee (30 day letter with teeth)	Weston, Ann	By 30 day
4	Develop an inter-bureau support plan to include how Title V can link/share information gather information from all other bureaus for the development of the permit	Catharine and supv. (Doug)	By 30 day
5	SOP for internal work request	Weston, Chris, Doug, Jason, Brian, Dave	Update at 30 day
6	SOP for Technical review	Chris Kj.	Update at 30 day
7	Update Website with new application, example O&M and CAM Plans, Instructions, etc...	Chris Kj, Weston, Brad Ashton	Following completion of application
8	Develop Roll-Out Plan including necessary training for facilities and staff (training)	Ann, Weston, Shane, Dave, Jack, Michael,	Following completion of application
9	Duel Track with Construction	Chris, Dave	90 day
10			



Results

Weston

- Reduce time between application received and processed
- Electronic application
- Increase productivity
- Intra-bureau coordination

Team Member Experience

Michael, Chris and Joe

Comments

Michelle Wilson

**We welcome your
questions and comments!**

